

THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT
PRACTICE AND EMPLOYEE COMMITMENT TO WORK IN ADDIS
ABABA: THE CASE OF ADDISKETEMA AND MEKANISSA WATER
AND SEWERAGE AUTHORITY BRANCHES



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This is to certify that the thesis is prepared by Mimi Getachew, entitled: “The Relationship between Human resource management practice and Employee commitment to work” (the case of Addisketema and Mekanissa water and sewerage Authority branches) and submitted in partial Fulfillment of the requirements for the degree of Master of (Public Management and policy) complies with the regulations of the University and meets the expected standards with respect to quality and originality.

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Declaration

I hereby Mimi Getachew declare that this thesis entitled “**The relationship between Human Resource Management practice and Employee Commitment to work (the case of Addisaketema and Mekanisa water and sewerage Authority branches)**” and it is my own work and the best of my knowledge, and it submitted by me for the Award of Master of Arts in Public Management and Policy at Addis Ababa University. It is my original work, and it has not presented for the award of any degree, diploma, of the university or other higher learning institutes and that all sources of materials used for this thesis have been fully acknowledged.

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ACRONYMS

AAWSA	Addis Ababa Water and Sewerage Authority
ADB	African Development Bank
ERM	Employee Relationship Management
HR	Human Resources
HRM	Human resource management
LMX	Leader Member Exchange Theory
OECD	Organization for Economic and Co-operation Development
SET	Social Exchange Theory
SPSS	Statistically Package for Social Science
UN	United Nation

ABSTRACT

The main objective of this study was to examine the relationship between human resource management practices and employee commitment to work in the case of Addis Ababa and Mekanissa water and Sewerage Authority branches. The study was used descriptive and explanatory research design and employed only quantitative data. Both primary and secondary data sources were used. This quantitative data was collected from 142 respondents selected through Simple random sampling technique. The data were analyzed through Statistical Package for Social Sciences (SPSS) version 21, and the data are summarized using descriptive (mean, median, mode etc) and inferential statistics (correlations between independent and dependent variables). The findings that the independent variables frame work on employee (Compensation & benefit, training and development, performance management, recruitment and selection, health and safety, and relationship management have significant relationship on the dependent variable (employee commitment to work). And finally the study recommends that the employees and managers should focus on their commitment to work.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

HRM covers all management decisions and activities that directly influence the people who work for the one's organization or human resources. In every organization, its success is highly dependent on its human capital. All managers must be concerned with any degree of activities that could be, personnel retention, training and development, management of change, etc. when it comes to have employee commitment to work (Cascio, 2002).

Human resource management consists of dedicated professionals working cooperatively with other talented organizational and community members to achieve the organization's vision, mission, goals, and values. Human resources management operates as a service unit for other operational units. Human resource strives to develop policies, plans, programs, and initiatives that advance other working units (Daly John, 2015).

Armstrong (2006), Human resource management is defined as strategic and coherent approach to the management of people working there who is individually or collectively contributes to the achievement of expected objectives. Box all, P., & Macky, K. (2007), point out: 'While HRM does need to support organizational needs for social legitimacy.' This means exercising social responsibility or in other words being concerned for the interests (well-being) of employees and acting ethically about the needs of people in the organization and the community.

The success of the organization in achieving the objectives that depending on the resources quality which are owned, such as natural resources, human resources, environment, financial, and different equipment's. The country or an organization needs the capability of human resources, through different skills, knowledge, and technologies, because one of the most important of the various resources is human resources it is an asset owned by the organization (Baron, A., & Armstrong M. 2018).

Each organization should have the ability to manage resources, either human resources or other resources. One of the most important things that must be done to get the best performance from

those human resources is through performance management. Where performance management can be described as a policy, strategy and techniques intended to direct the attention of the manager and the employee towards the improvement of organizational performance (Baron, A., & Armstrong M. 2018).

According to Beer et al., (1984), human resource management practices is the integration of employee commitment, flexibility and quality of work and prominence due to the internationalization of technology and productivity of labor, and it is the study of activities about employees working in an organization. It is a managerial and operational function that strives and corresponds to an organization's needs to the abilities and skills of employees, and a management function related with motivating, hiring, compensation, training, and development and maintaining people in an organization. It is useful to anticipation of management systems to ensure that human talent is used efficiently and effectively to attain organizational goals.

Storey (1995), Human resource management practice is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, and using an array of cultural, structural and personnel techniques.

Human resources management practices cultivate a common values and attitudes and norms which are shared among the employees throughout the organization and this on the other hand facilitates development of long-term strategies and plans. It is also enhancing group cohesiveness and thus has an impact on organizations productivity (Cole, M. 2002).

Human Resource Management practice is more concerned with training and development, career planning and development and sector development. The organization or any other sector must understand the dynamics of HR and attempt to cope with changing situation in order to deploy its HR effectively and efficiently. Human Resources need to develop their skills, competencies, knowledge and attitudes, because only human resource when they are competent to perform different activities. It ensures that the competent human resource to achieve its desired goals and objectives of the organizations (M, Shyamala, 2014).

Employee commitment has been defined as the degree to which the employee feels devoted to their organization (Akintayo, 2010). Moreover, Ongori (2007) describes employee commitment

as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Meyer and Herscovitch (2001) and Reetta (2018) sees it as a psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mind-set that takes different forms and binds an individual to a course of action that is of important to a particular target.

Employee commitment is a crucial factor in achieving organizational success (Ogeniyi, Adeyemi & Olaoye, 2017; Nasiri, 2017). Individuals with low levels of commitment will not do enough to work and they do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long-term members of the organization (Irefin & Mechanic, 2014; Zheng, Sharan & Wei, 2010).

1.1.1. Background of the Study Area (AAWSA)

Since 1900G.C that piped water service was started in Addis Ababa. The first ever pipeline was installed to supply water to the palace of Emperor Menelik. During its early years, the principal sources of water were the numerous springs located at the foot of the mountain range and hand dug wells.

In the beginning, the provision of potable water was delegated to the then ministry of works. Following the defeat of fascist Italian invaders in 1934, this responsibility was transferred to the newly re-established municipal office and separate water supply service department was mandated to distribute pipe water. In order to gratify for the increasingly growing demand for water and waste water disposal services there did raise a need for establishment of an autonomous body that would primarily focus on the provision of the water service. Accordingly, Addis Ababa Water and Sewerage Authority were set up as per proclamation No. 68/1963) and the other proclamation No.10/1987 restructured as Addis Ababa Water and sewerage Authority. The following dams are the main sources of water in Addis Ababa. Gefersa dam,daily water production amount is 30,000 Meter cubes, Legedadiy, daily water production amount is 174,000 Meter cubes and different wells daily water production amount is 321 Meter cubes. The earliest dam was Gefersa dam located at North West of the city.

From the profile of AAWSA (2012), it was led by a general manager who is answerable to a board of directors. Under the general manager there are three deputy general managers leading the water resource and sewerage units. AAWSA is responsible for city's potable water supply, the conservation and control of groundwater, and prevention of its pollution, as well as ensuring the sanitary disposal of sewage. The water supply coverage of Addis Ababa stood at not more than 50% of the demand two years back.

Now AAWSA has nine water and sewerage Authority branches such as Addis Ketema, Mekanissa, Arada, Gulele, Nifas Silk Lafto, Megeenaga, Akaki-Kality, Gurd Shoal and Lemi Kura branches. From these nine water and sewerage Authority branches Megeenaga served as head office of the rest branches, based on such information, for this study the researcher chose Addis Ketema and Mekanissa water and sewerage Authority branches, because of the two branches have been familiarized location for the researchers.

1.2. Statement of the Problem

Human resource management practices should support the organization's different strategy: attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), evaluating their performance (performance management), rewarding employees (compensation), moral and medical treating (healthy and safety) and creating a positive work environment (employee relations). If the HRM practice is implemented or invested on employees actual job will be follow employee commitment to work, and such practice result has high employee commitment and the organization can also positively influenced and achieved goals & objectives.

There are various studies conducted in Ethiopia on the issue of HRM practice and employee commitment to work separately, each variable integrated with other variables. i.e., According to Amsalu Keno (2019), no one organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team members. But, there are insufficient studies, if any, conducted on the relationship between human recourse management practices and employee commitment to work with integration especially in the public office including water and sewerage Authority branches.

The main challenge is that the majority of employees possess low-level work skills and knowledge which is negatively affects their commitment to work significantly lead low performance and the major problem is that the issue of human resource utilization and human resource management practices (Cole, M. 2002).

According to Burgess (2005), human resources management practice encourages employees to share knowledge among their working groups. There is open knowledge sharing among employees, employees have a positive effect for creating commitment of their work. In addition, the high level of knowledge sharing in an organization promotes the improvement of professional knowledge and work experience for individuals, helping them work more effectively and creating trust, excitement, and motivation.

Employee commitment is important because; a Lo (2009) noted that employees with sense of employee commitment are less likely to engage in withdrawal behavior and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are come from human resources management practice. Workers who become less committed to an organization, will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees are retained.

Further, the researcher observed various problems related to HRM Practices and employee commitment to work in the study area, and which manifests in the perception of employee commitment to work at AddissKetama and Mekanissa water and sewerage Authority branches which have embedded in the human resource management practices or activities, such as employee compensation, employee training and development, employee performance management, employee recruitment and selection, employee health and safety, and employee relationship management. Hence, this study would try to fill the gap of relationship between human resource management practices and employee commitment to work at AddissKetama and Mekanissa water and sewerage Authority branches.

1.3. Objective of the Study

1.3.1. General Objective of the Study

The main objective of this study is to examine the Relationship between Human Resource Management Practices and employee commitment to work at AddissKetama and Mekanissa water and sewerage Authority branches.

1.3.2. Specific Objectives of the Study

1. Determine the relationship between employee compensation practice and employee commitment to work.
2. Determine the relationship between employee training and development practice and employee commitment to work.
3. Identify the relationship between employee performance management practice and employee commitment to work.
4. Identify the relationship between employee recruitment and selection practice and employee commitment to work.
5. Find out the relationship between employee health and safety activities and employee commitment to work.
6. Identify the relationship between employee relationship management practice and employee commitment to work.

1.4. Research Questions

This study would try to answer the following research questions;

1. Is there significant relationship between employee compensation practice and employee commitment to work?
2. Is there significant relationship between employee training and development activities and employee commitment to work?
3. Is there significant relationship between employee performance management practice and employee commitment to work?

4. Is there significant relationship between employee recruitment and selection and employee commitment to work?
5. Is there relationship between employee health and safety activities and employee commitment to work?
6. Is there significant relationship between employee relationship management practice and employee commitment to work?

1.5. Scope of the Study

The scope of this study would delimit to assess the relationship between human resource management practices and employee commitment to work at AddissKetama and Mekanissa water and sewerage Authority branches. These branches were selected due to its location familiarities for the researcher. The study would focus on examining some of human resource management practice which are; employee compensation and benefit, training and development, employee performance management, recruitment and selection, employee health and safety, and employee relationship management, and found these practices are how to relate employee commitment to work in the study area.

1.6. Significance of the Study

The findings of this study would help at AddissKetama and Mekanissa water and sewerage Authority branches to find out the relationship between human resource management practice and employee commitment to work, and answers how to create committed employees in the two branches. Therefore, a study on the relationship between HRM practice and employee commitment to work is one of the significance forms of problem-solving research.

The main advantage of this research is to show the gap as mirrors of the human resources management practices on employee commitment to work at AddissKetama and Mekanissa water and sewerage Authority branches, on HRM practices such as compensation and benefits, training and development, performance management, recruitment and selection, health and safety, and employee relationship management. These are to show how to correlates HRM practice and the employee commitment to work in the study area. To analyze the current state of employee commitment to work in these water and sewerage Authorities of AddissKetama and Mekanissa

branches to determine the perceptions of HRM practice, and the employee's commitment for their job, found in the study area. Finally it would serve as a reference document for further researchers.

1.7. Limitation of the Study

Employees were too busy to be available which forces that, the data collection to take more time than expected, and the long distance of the study area, and lack of reference document in the domestic (Ethiopia) written and published materials, because of this situation the research literature is more probably covered by an international materials. Due to these limitations the researcher would need and consumed an extra time and effort for tackle these limitations and achieved the study.

1.8. Definition of terms

Human Resource Management (HRM): Is a managerial process of acquiring and engaging the required workforce, appropriate for the job and concerned with developing, maintenance and utilization of work force, and it has aims at maximizing the performance of the employees and attaining organizational success through developing, utilizing and maintaining the resource and establishing a favorable working relationship between the employees, the employer and amongst the employees working in the organization (Armstrong, 2006).

Human resource (HR): is a person (human) or employee that works for in an organization. Employees are resources that further the goals of the organization or the institution by providing labor. Human resources refer to all the employees of an organization or an institution.

Training and Development: refers to educational activities within organizations or within the institution, which created to enhance the knowledge and skills of employees, while providing information and instruction on how to perform better of the specific tasks (Thory, K. 2016).

Performance management: is the process of ensuring that a set of activities and outputs to meet an organization's goals in an effective and efficient manner and it can focus on the performance of an organization, a department, an employee, or the processes in place to manage particular tasks, and it is defined as a “continuous process of identifying, measuring and developing the

performance of individuals and aligning performance with the strategic goals of the organization” (Armstrong and Baron, 1998).

Recruitment and Selection: recruitment is the overall process of identifying, attracting, screening, short listing, and interviewing, suitable candidates for permanent or temporary jobs within an organization. Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization or it is a process of identifying and hiring the applicants for filling the vacancies in an organization.

1.9. Organization of the Study

Generally chapter one would consist of background of the study, statement of the problem, research objectives, research questions, scope of the study, significance of the study, limitation of the study, definition of terms and organizations of the paper. Chapter two would consist of literature reviews, chapter three would include the research methodologies and chapter four contains data analysis and interpretations and chapter five involves major findings, conclusions and recommendations.

CHAPTER TWO

2. REVIEWS OF RELATED LITERATURE

2.1. Theoretical Review

Human resource management principles and techniques for people management in competitive organizations are drawn from theories found in different disciplines. Indeed, it is impractical to present all the disciplines. So, in this research apply the most relevant theoretical aspects that have shaped the understanding of human resource management practice (Stephen, 2003). The researcher used the following two theories, and these theories support the topic of the relationship between human resource management practice and employee commitment to work.

2.1.1. Motivational Theory

Miller, D.C., Bennis, W. G., E.H., and McGregor, (1967), motivation is a manner to establish a high amount of purpose in order to achieve organizational goals, and this requirement is addressed by fulfilling the social needs. Motivation is an important element for improving work productivity, how it relates to job satisfaction and reward systems, and trying to improve the employee commitment to work. Changing how to attempt to motivate employees requires a deeper understanding of motivational theories. The sources of motivation are habits, needs, interests and values; these are initiated to perform an activity and forced through, the employee's inner power Ronald L. Pardee, (1990).

According to Zendage. H. (2018), Douglas McGregor theory "x" and theory "y" enables to contrasting the models of work force motivation pertain by managers in human resource management practice, organizational development, organizational behavior and organizational communication. Based on these two opposing assumptions of motivation, how workers are motivated by different managerial styles.

Theory X is pre-supposing the average workers lacks responsibility, dislikes work, have little ambitions and individual goal oriented, and they work only for obtaining of a sustainable income. Thus, under theory X concludes that employees are less intelligent than managers in the average work force and believes that more employees are efficient under strict controlling and

follows the authoritarian management approach, but not inherently motivated to good working performance.

Whereas, theory Y states that people are not inherently lazy and they will exercise as self-control, self-direction, and they have ingenuity, creativity, and they learn to accept and seek their responsibility. If challenges face, and they relish on bettering their personal performance and not require the need of constant supervision in order to have commitment of their works. The managerial role in theory Y is to promote an employee's potential towards achieving the common objectives of an organization and has the participative management approach, since assumes that theory Y people in the work force are work to better for the organizations even for themselves and without a direct reward in return of their strong working habits (Miller, D.C., Bennis, W. G., E.H., and McGregor, 1967).

2.1.2. Human Capital Theory

Hendry (2002), Human resources have the greatest significance for achieving the sustainable advantage and efficiency of one's organization. How communication and knowledge with customers have obtained enhancing importance, human capital, which shows the volume of knowledge, creativity, technical skills, and experience of the employees in the organization, gains great significance, that the labor force is regarded as productive assets, but there are not costly assets.

Winkler, A.E., and Schultz, T. P. (1997), known the human capital as the concept of labor force in the classical perspective, and approach the productive capacity of human beings and most of the researchers have confirm that this thought viewing the capacity of human being is knowledge and skills for fixing an individual tasks(Beach, J.M. 2009).

Human capital consistent of any knowledge or attributes of the worker has attained that contributes to his/her rewarding or productivity, and as part of human capital not only remind the years of schooling but also a variety of investments. These are training, school quality and attitudes towards to work and based on these and other reasoning; towards in earnings across workers should understand some of the differences that are not viewed by schooling differences lonely (Emmanuel, 2014).

2.2. HRM Models

Several HRM models have been advanced. Hope-Hailey et al (1997) proposed such models can be classified into two broad groups. The 1st one is outcome and contingency model, which focuses on different circumstances under different strategies. The 2nd, common contrast is to distinguish between the `hard' version of HRM, which emphasizes human resource as a factor of production, and the `soft' version of HRM, which treats employees as valued assets and a source of competitive advantage (Legge, 1995).

2.2.1. The Outcome and Contingency Models of HRM

According to Hope-Hailey et al. (1997), one of the most popular formulations of the outcome model is the Harvard Model, it describes employee commitment, and it also shows that employees needed to be competent and cost effective Beer et al., (1984). The contingency models argue that HRM is dynamic and thus different strategies should be considered at different times and in different circumstances. However, the key features of both types are similar in terms of `strategic choices for practitioners. In fact, the development of HRM theory from the Universalist paradigm to the outcome, contingency and strategic choice models demonstrates an increasingly sophisticated ways to theories on HRM.

In essence, this suggests that HRM policy choices will be influenced by a set of stakeholders (shareholders, management, employees, etc) and by the set of situational factors. Management's strategic task is to make certain fundamental policy choices in the light of these factors.

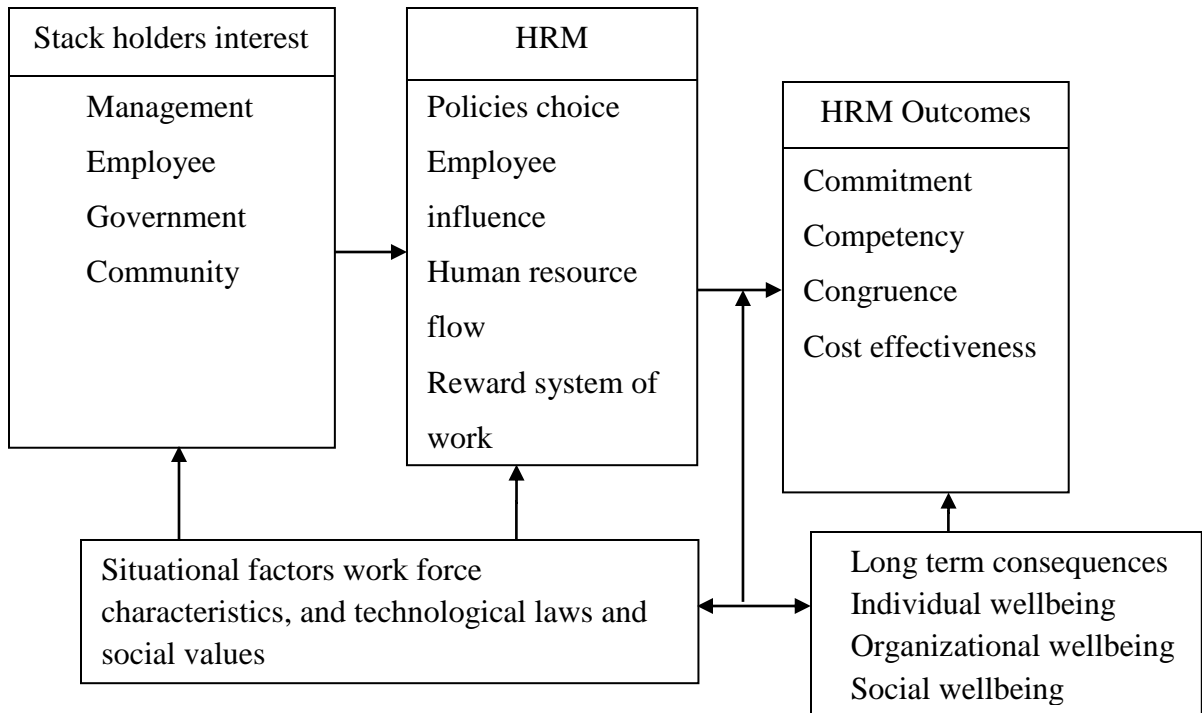


Figure 1: Outcome and contingency model of HRM, source, Harvard model of (Miles and Snow (1978) for contingency and Hope-Hailey et al (1997), for outcome.

2.2.2. The 'Hard' and 'Soft' Version Models of HRM

According to Torrington and Hall (1987), HRM is defined as the idea that management of human resources is much the same as any other aspect of management and getting the deployment of right numbers and skills at the right place is more important than interfering with people's personal affairs.

Legge (1995: 66), the 'hard' version of HRM, 'stresses HRM's focus on the crucial importance of the close integration of human resource policies, systems and activities with business strategy'. In other words, it sees HRM as a tool to drive the strategic objectives of the organization (Fombrun et al., 1984). Hendry, C., & Pettigrew, A. (2002) suggest the 'hard' point of view; human resource is not only a resource that is capable of turning factors

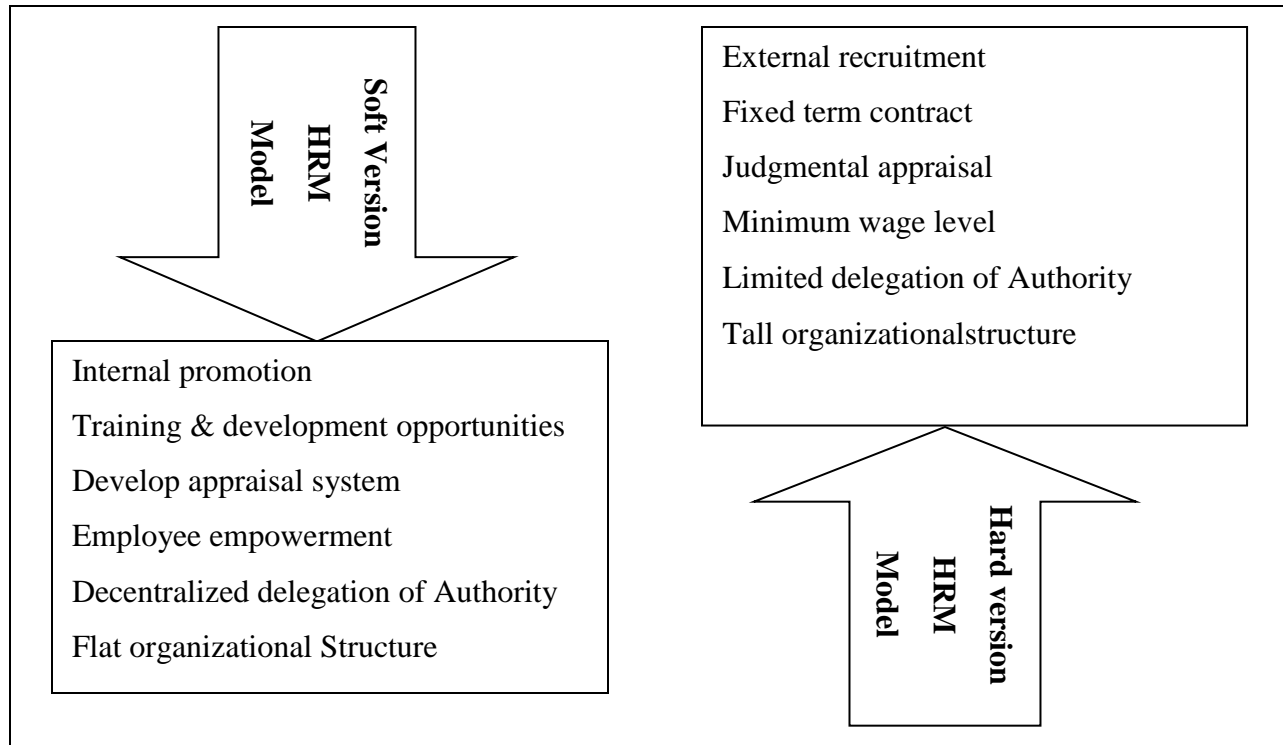


Figure 2: The 'Hard' and 'Soft' Version Models of HRM, Source, Harvard Model of (Beer Et- Al (1985), for Soft & Fombrun Et-Al (1984), For Hard.

Of production into wealth, but itself also a factor of production that needs to be managed, along with land and capital (Tyson, S. 1987).

The soft view of HRM involves treating employees as valued assets and as a source of competitive advantage through their commitment, adaptability, and high quality of (skills and performance). Beer, M., & Spector, B. (1993), this approach regards employees as proactive, capable of development, and trustworthy. According to Legge (1995), the 'soft' model's focus is on human resource management. Therefore, both versions of HRM assume that, as stated by Wright, P.M., & McMahan (1992), HRM is the pattern of planned human resource deployments and activities intended to enable the organization to achieve its goals.

2.3. The Concept of Employee Commitment to Work

The concept of commitment in the workplace remains a much researched topic and an intriguing trait of employee behavior. Employee commitment still remains one of the most intriguing and challenging concepts in the fields of management, organizational behavior and human resource management (Cohen 2003; Cooper-Hakim and Viswesvaran, 2005; Morrow 1993).

The concept of employee commitment usually related with job effectiveness, level of satisfaction and the employees' intention to quit or stay within their organizations. Individuals with higher commitment level to the organization are tending to put in efforts to add value to the organization. They would be more willing to contribute their ideas, cooperate with their superiors, follow instructions and directives from the management and engage themselves in activities that they perceive as beneficial to the organization as a whole (Chong, 2004). Commitment has been defined as the degree of pledging or binding of the individual to a set of behaviors and motivates one to act (Kiesler, 1971).

According to Newstrom and Davies (2002) define employee commitment as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employee's willingness to remain within organizations in the future. It often reflects the employee's belief in the mission and goals of the organization, willingness to expend effort in their accomplishment, and intentions to continue working there. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with committed employee groups.

According to Madigan, Norton and Testa (1999:50), committed employees would work diligently, conscientiously, provide value, promote the organization's services or products and seek continuous improvement. In exchange, they expect a work environment that fosters growth and empowerment, allows for a better balance of personal and work life, provides the necessary resources to satisfy the needs of customers and provides for their education and training as well as that of their co-workers.

Mullins (1999), suggests three processes or stages of commitment. Compliance, where a person accepts the influence of others mainly to obtain something from others, such as pay; this is followed by; identification, in which the individual accepts influence in order to maintain a satisfying relationship and to feel pride in belonging to the organization; which leads to; internalization, in which the individual finds the values of the organization to be intrinsically rewarding and compatible with the personal values.

2.4. Theories on the Employee Commitment

2.4.1. Social Exchange Theory

Geetha and Mampilly (2012) argue that the basic principle with SET is that employees view satisfying HRM practices as an organization's commitment towards them. Employees thus reciprocate this through positive behaviors like employee commitment. They are thus more likely to exchange their commitment for resources and benefits provided by their organization. For example, when individuals receive economic and socio-emotional resources from their organization they feel obliged to respond in kind and repay the organization. SET argues that obligations generate through a series of interactions between parties who are in a state of reciprocal interdependence. The core belief in SET is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain "rules" of exchange. The rules of exchange usually involve reciprocity or repayment rules such that the actions of one party lead to a response or actions by the other party. The propositions of SET indicate that social exchanges employees obtain from organizations such as HRM practices may lead to employee commitment.

2.4.2. Leader–Member Exchange Theory

The leader provides outcomes desired by subordinates, such as interesting tasks, additional responsibilities, and larger rewards and the subordinates reciprocate with commitment to work and loyalty to the leader. In low-quality exchange relationships, subordinates only perform the formal requirements of their jobs, and the leader does not provide extra benefits. Exchange relationships develop gradually over time and reinforced by the behavior of the leader and the subordinates. Overall, LMX proposes that organizational characteristics relate to employee commitment.

The relationships between subordinates and leaders with low-quality exchanges are typified by lower trust, respect, and obligation. The subordinates with these types of exchanges do not tend to stray from their job descriptions and are referred to as the out group (Zalesny & Graen, 1987). Members of the out-group are involved in economic exchanges with the leader but may receive fewer social exchanges.

2.5. Types of Employee/ Organization Commitment

1. Affective Commitment

Employee commitment in the model is affective commitment, which represents the individual's emotional attachment to the organization. According to Meyer and Allen (1997), affective commitment is "the employee's emotional attachment to identification with, and involvement in the organization". Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to (Meyer & Allen, 1991). Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck & Wilson, 2000).

2. Continuance commitment

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained (Beck & Wilson, 2000). Organizational members develop commitment to an organization because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organization's goals and values.

The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization (Meyer & Allen, 1984). Best (1994, p) indicates that "continuance organizational commitment will therefore be the strongest when availability of alternatives are few and the number of investments are high". This argument supports the view that when given better alternatives, employees may leave the organization.

Continuance commitments are the requirements of individuals for the continuous work in the organization (Allen and Meyer, 1991), such commitments are generally based on benefits.

3. Normative commitment

Normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Allen & Meyer, 1990). The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange

theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development.

According to Meyer and Allen (1991), there is less research on normative commitment, and there are more theoretical developments than empirical. The normative commitment is the connection between individuals and organizations (Bergman, 2006), Wiener (1982) believes that the premise of normative commitment is that the organization is willing to provide incentives for employees. Employees are subject to regulatory pressure imposed by society before they enter in organization or join an organization. When employees believe that they can be rewarded by following social norms (Meyer and Allen, 1991), employees will be willing to make normative commitments. In the 1980s, the normative commitment was considered as an obligation to stay in the organization (Wiener, 1982). After two decades, some scholars now believe that normative commitment implies that employees and organizations are mutually beneficial (Meyer et al., 2002).

2.6. The Relationship between HRM Practice and Employee Commitment to Work

According to (Luthans & Sommers, 2005) explained that in the current situation of the completion in the global market and extreme change in the environment has given utmost priority to the HRM practices. It is significant that for the success of the organization it is need of the day to implement best HRM practices for the employees' commitment to the organization.

According to Huselid (1995) HRM practices gave an organization to mold its employee's commitment level and their behavior and attitude. On the basis of these researchers views it can be said that HRM practices is the source of creation of an environment where employees and organization can polish themselves for the high level of potential benefit and employees work hard for the accomplishment of the organization goals.

Human resources management and employee commitment to work has long-term relationships plays a decisive role in improving the employee commitment and performance of the entire organizations (Krause et al., 2007; Nahapiet and Ghosal, 1998). Start with some facts on levels

and trends of both HRM practice and employee commitment the consistency with which the theoretical and normative connections between human resource management practices and employee commitment have positive and significant relationship.

Numerous factors have been found to inspire commitment. For instance, Ongori (2007) opines that the degree to which employees are committed or loyal to their organization depends largely on job enrichment, employee empowerment, training, motivation and compensation. Since it was found that leader's sensitivity to member's needs is related to employee commitment, and then managers need to be clear about the goals and values of the organization so as to align them with the needs of the workers.

2.7. Empirical Literature

An empirical literature review is more commonly called a systematic literature review and it examines past empirical studies to answer a particular research question.

2.7.1. Employee Compensation and Benefits

Compensation is defined as a package comprises of medical compensation, accommodation, travelling benefits, salary and other rewards (Lim and Ling, 2012). A Study conducted by Sial et al. (2011) to evaluate the impact of HRM practices on organizational commitment stated that compensation has a significant relationship with employee's commitment and leads to higher performance.

Nowadays, employees are examined as one of the most valuable assets of any organization and/or the public or private institutions. Thus, they should be extremely and professionally managed, and to enforce the methods that an institution is using to encourage and keep employees through compensation and benefits management (Armstrong, 2012).

Compensation is a means and the benefit for employees that receive in the form of salary, wages and also non-monetary rewards for the employee's to enhance their performance, and which is the segment of progress between the employee and the owner that the outcomes of employee agreement (Holt,1993). Compensation and rewards affect the employee decision making to stay in the organizations and also accepted their obligations (Hansen,F., Smith, M., & Hansen, R, B. 2002).

Chiekezie, O. M., Emejulu, G., &Nwanneka, A. (2017), compensation is an integral part of human resource management practice which aid for motivating the employees and improving organizational effectiveness. Compensation is also the remuneration received by an employee in return for their contribution to the organization. It is constituted the practice that involves balancing the employee work through offering monetary and non-monetary benefits. And it is the human resource management practice that deals with all type of reward individuals receive in exchange for performing organizational tasks. An employee contributes for any organization or working at different place, in return for his/her accomplishment received compensation as it is tangibly and or in-tangibly. For a variety significance and further continuation of the organization compensation is a tool provide as human resource management practice (Sidra Rafique, 2015).

2.7.2. Employee Training and Development

For employee commitment training and development is the opportunities provide by the organization to advance an individual's carrier prospects, such as challenging assignments, and being kept informed. Employee training is also likely to affect the employee commitment capacity. Continuous professional development is particularly important to knowledge workers. Different organizations need to offer internal and external training opportunities to develop and nurture required satisfaction and commitment of employees (Jaw and Liu, 2003). Fugate et al., (2004) has encouraged organizations to assist employees to develop their careers through activities that are beneficial for both employees and the organization.

Today human Resources have become an important asset for the organizations. Organizations can enhance the performance of employees by providing them effective training that in turn increase the productivity (Vlachos, 2009). Trainer can be internal or external but external trainer can be more effective than internal (Lim and Ling, 2012).

Without man-power materials, machines, and moneys are meaningless, for the organizations working and decision activities. So, Human resources are the most valuable assets of any organization's success, and effectiveness. Hence, human resource needs to acquire the relevant skills and knowledge (Mohammad, 2012). Training and development is one of the function or the criteria of human resources management practice; it needs for employees who are able to

perform his/her responsibilities in any work place to make colorful contributions to the success of the institutional or organizational goals and it needs to gain the significant skills and knowledge. The success and effectiveness of any of the sectors would be based-upon the employees' ability and properly handling of their duties and responsibilities.

Bharti, N. (2014), intending to ensure that employees are provided with the right kind of skills, knowledge, and abilities to perform their assigned tasks, training and development plays its crucial roles towards the growth and success of public and business sectors performance. By preferring the right type of training, enable to enhance the employees possess the right skills for public sectors and/or for business sectors and the same need to be regularly update human resources management training and development.

Mutiso, M, (2017), Skill development could involve basic literacy like; interpersonal communication, problem solving abilities, technological knowhow, and others. According to Kilkelly, E. (2011), several organizations instituted enough and comprehensive training programs towards to perform their moment. Though, several studies discovered that managers often have difficulty in creating such programs. The purpose for the adversity may be due to; lack of technical skills, networking skills, unclear monitoring, insufficient planning, and failure to integrate the requirements needed to deliver success.

According to Mayfield. M. (2011), therefore, educators and instructional designers alike used diverse training programs one of that is 'ADDIE' model. This model holds for, analysis, design, development, implementation, and evaluation. It used as a guide for creating, examining, and implementing training and development programs.

2.7.3. Employee Performance Management

According to Eneanya, A.N. (2018), Performance Management is the whole way of managing the achievement of organizational objectives and goals through proper assigning of tasks and duties of employees. The purpose of performance management is to change the unpolished capabilities of the employees of the organization into performance through reducing blocking issues among the employees.

Performance management is a method of obtaining an improved results that proceeds a whole organization, or individuals and teams within organization, through managing performance and

grasping an agreed framework of, standards, planned goals and fitness requirements. It is a process for initiating shared looking with what is to be achieved, and an approach to developing and managing employees in a form that to enhance their achievement in the short-term as well as in the long-term (Michael Armstrong 2000). Performance Management on employee feelings and attitudes and proposes that if managers play a critical intermediate role in enforcing the employee towards performing the action and influence their behaviors to affect their organizational performance (den Hartog, D.N., Boselis, P., and Paauwe, j. 2004). Writing in (Zhang, 2012), performance management is a process of employees' concern on their responsibility that contribute to accomplishing the institution's or whatever organizations missions are necessary for public or business organization and the manager is responsible for handling the performance of the employees.

2.7.4. Employee Recruitment and Selection

Effective recruitment led to a desirable employee's level of commitment. Chew and Chan (2008) related with human resource practices and organizational commitment with employees, and Harold and Shiju (2012) assessed the influence of HRM practices on employee commitment, and their analysis established that recruitment had a positive and significant influence on affective commitment. Khatri and Gupta (2015) analyzed the perceptions of prevalent human resource (HR) practices including hiring (recruitment) and which enhances commitment levels of employees. The findings indicated a highly significant and positive relationship between hiring practices and employee commitment.

According to Armstrong (2010), Recruitment is a stage that attracts candidates who have qualification and interest for working in the organization. In other word it is any practice or activity carried on by organization with the primary aim of attracting and identifying potential employees. Selection is the process of decreasing the quantity of unsuitable applicants and chooses out most significant qualifications (Noe et al., 2008).

Michael, M. (2015), Recruitment and selection are energetic functions of human resource management for any type of organization. These are terms that refer to the process of attracting and choosing candidates for employment. According to (Ofori & Aryeetey (2011), cited in Michael, M.(2015), Recruiting and selecting the wrong candidates who are not qualified come

with a huge negative cost which the expected results cannot be obtained. The overall purposes of recruitment and selection at different organizations are to gain the required numbers and capabilities of employees that are required to meet the strategic objectives of the organization, through minimum cost.

According to Marie Ryan, A., & Derous, E. (2016), Recruitment and selection within an institution is an incorporation of that institution's overall human resource management process. The overall purpose of the recruitment and selection process should be to gain a minimum cost for the required number and qualified employees needed to satisfy an organization.

Recruitment and selection form a core part of the central activities or the root of human resource management practice. It needs proper attention to the scientific selection of employees and managers for obtaining the right man for the right job. The main purpose of recruitment activities is to attract sustainable and sufficient potential employees to apply for open vacancies in the organization although that of selection activities by contrasting or comparing the suitable applicants are to identify and persuade them to accept a position in the organization (Mutisu M.2013).

2.7.5. Employee Health, Safety and Welfare

This is a major advantage for management because they secure lives, increase productivity, and reduce costs and do not generate significant risk. Employees working in a safe condition are likely to perform in a way that will not cause them harm (Jonatha, 2016). According to LIO (1984), cited in Benjamin.O.Alli (2008), Governments, employers as well as workers, must certainly protect and must strive to establish and control a decent working environment and a decent working conditions; including consistent with workers (employees) human dignity, well-being. Occupational safety and health for work have real benefit for self-fulfillment, personal achievement, and organizational achievements.

2.7.6. Employee Relationship Management

To build commitment, managers must communicate with employees' assess their capacity to engage in various initiatives, give honest feedback, develop their strengths, identify their "blind-spots", make decisions and most of all, value each person's unique style and capabilities (Chong,

2004). Job commitment is often viewed as an employee's belief in the organizational goals and values, his/her willingness to put in effort on behalf of the organization, and desire to remain or maintain membership with the organization (Blau & Boal, 1987; Ivancevich & Matteson, 1993; Korsgaard & Sapienza, 2002; Mowday et al., 1979).

According to Wargborn (2008), ERM have many advantages for the organizations and employees that work in the organization, and emphasis on the employee relationship management follows high levels of performance, do not only foster it has many documents positive in organizations such as strengthening corporate communication and culture, fostering learning about the organizations.

Employee relationship management is an advance of the communication and relationship between employees and management that has the aim of maintaining employer-employee relationships that in the end contribute to job satisfaction, satisfactory productivity, motivation and morale of the employees products, services and customer providing real time access to company training, targeting information to management, managing resource creatively, the HRM department to concentrate on more strategic tasks, raising the productivity encourages innovation levels of the employees, reducing employees turnover, reducing recruitment and training costs and supporting management to afford effective and consistent rewards George & Jones, (2008).

2.8. Conceptual Framework

In this sub-topic, the main objective of the research is to examine the relationship between human resources management practice and employee commitment to work in figure form or the conceptual framework is used to show the relationship between the human resource management practice which is the independent variables and employee commitment to work which is the dependent variable that is shown in figure 3 below. HRM practices are including employee compensation, training and development, performance management, recruitment and selection, health and safety, and employee relationship management these, have the relationship in the context of the gap on HRM practice and answer how to relate employee commitment to work, which the research addressed the gap on the relationship between HRM practice of an independent variables and the dependent variable of employee commitment to work.

Independent variables of HRM

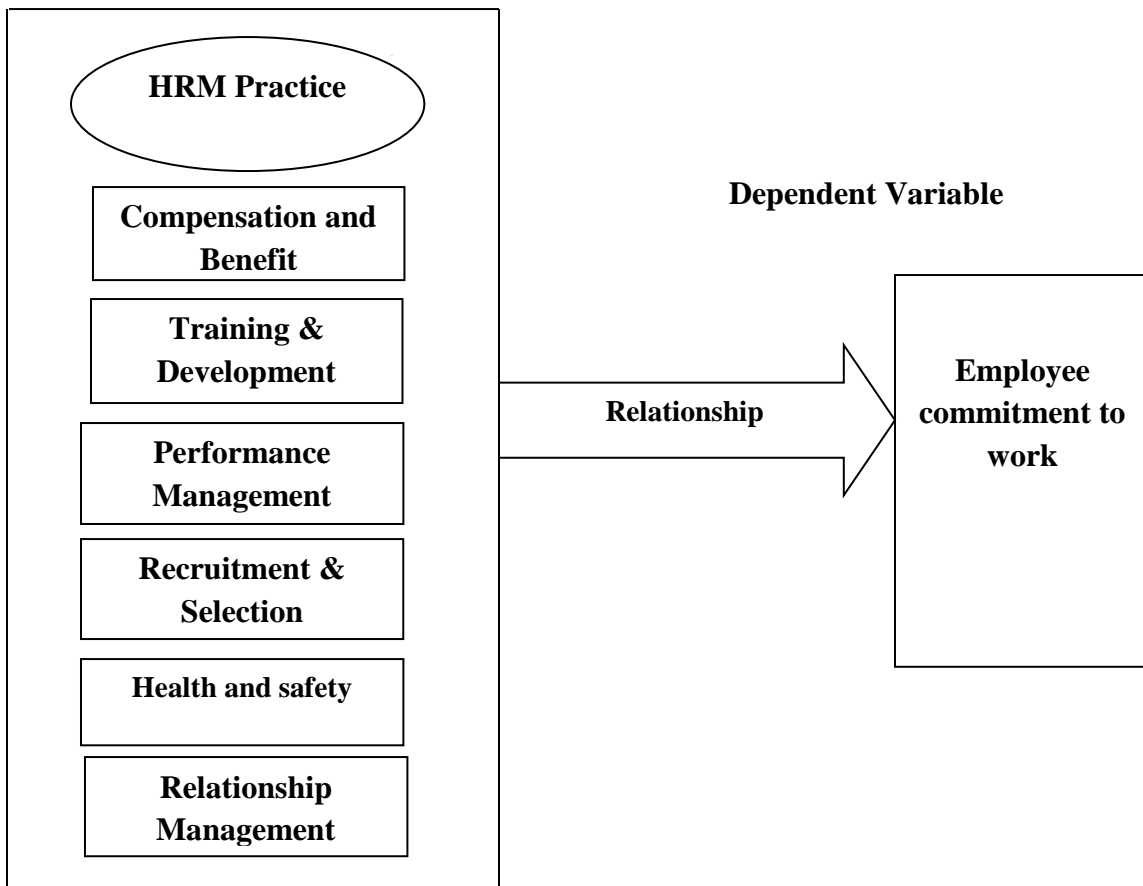


Figure 3: Conceptual Framework Developed By the Researcher, 2021

CHAPTER THREE

3. RESEARCH METHODOLOGY

The focus of this chapter would be to provide overview of the research methodology and to investigate the research problem. It covers the research design, research approach, sources of data, target population, sampling frame and technique, sample size determination, data collection instruments, procedure of data collection, ethical considerations, method of data analysis, and validity and reliability.

3.1. Research Design

According to Kumar (2011), research design is a study plan structure and approach to solving research problems. It helps for providing the overall framework for collecting data (Leedy, 1997). The research design in this study, the researcher would use descriptive and explanatory research designs.

According to Babbie (2010; P: 2) and Barker (2003; P: 9) the aim of descriptive research design is to describe situations and events and to determine accurately what the real situation, and it is an advance to describe what will happen on the topic of the relationship between human resource management practice and employee commitment to work at Addis Ketam and Mekanissa water, and sewerage Authority branches.

According to Ginsberg (2001), explanatory research is focuses on causal relationships between the independent variable (the intervention) and the dependent variable (change the study result), and it is one of the scientific research to explain things, causal relationship between variables, when there are clearly defined independent and dependent variables, and to predict how one variable will change or vary in relation to another variable to understand and explaining why the event occur (Pierson and Thomas 2010). Due to this fact, the researcher used explanatory research design for clearly explained the dependent variable of employee commitment to work through, the independent (explanatory) variables of human resource management practice.

3.2. Quantitative Approach

According to Lewis et al (2007), quantitative data explains numbers, and usually quantified to help answer research questions and achieve the pre specified objectives. This research used a quantitative research approach. It is mainly focus on a hypothesis and which derived from theory deductively; the purpose is to test the theory through, the gathered data and following analysis, and the result shows confirm or reject the theory (Morvaridi 2005; A 11:15). Quantitative research used to examine the relationships between independent and dependent variables and measure the percentages and frequencies of observations (Bowling, 2002).To this end the quantitative research chosen to obtain quantitative viewpoint of analysis and inference techniques on the relationship between human resource management practice and employee commitment to work.

3.3. Sources of Data

The researcher was used both primary and secondary data sources for this study.

3.3.1. Primary Data

The primary data would be generated from Addissketema and mekanissa water and sewerage Authority branches employees, through the instruments of closed ended questionnaires, because these data sources are quicker for providing the available data and helps to understand the research problem at hand.

3.3.2. Secondary Data

The secondary data would be collected using an existing data generated from more varied record data files, like different books, research documents, internet-based information's, academic articles, journals, and other secondary sources, which all are contributed by different Authors.

3.4. Target Population, Sampling Frame and Technique

Target population: Population is an aggregate or totality of all the objects, subjects or members that conform to a set of specifications Polit and Hungler (1999: 1:04).The target population of this study was employees of the two branches of water and sewerage Authority suchas,

AddisKetema and mekanisa branches. The total (employees) study population found in the two branches were, 510, most numbers of which was professional workers, and some was technical workers according to 2021 report.

Sampling frame: is the list and containing all elements or group of elements of population or list of areas which serve as a base for sample selection for this study. In this study the list of all employees of AddisKetema and mekanissa water and sewerage Authority branches were considered as the sampling frame of this study.

Sampling technique: is a system of taking small ratio of observation from large population with the aim of getting information from those large populations, through the sampled observation by using some statistical techniques. According to Neuman, (2009), researchers have two initiations for applying the probability or the random sampling techniques, such as accuracy of the findings and time and cost effectiveness. Since, in this study the researcher would use from the probability sampling type the **simple random sampling (SRS)** technique to determine the sample size.

3.5. Sampling Size Determination

To get the representative response the researcher would have to conduct as much as possible appropriate sample design. The sample size would be determined by taking a pre-sample test of “10” observations using simple random sampling techniques. From this observation the researcher would select one question that means average results of employees of AddisKetema and Mekanissa water and sewerage Authority branches and then, the researcher was got “5” who said employee commitment to work is good to population proportion (p). Since the human resource management practices are applied on these employees. Accordingly, the sample size would be determined by using the statistical formula by Yamane (1967). Based on the assumption of 95% confidence level and $P = .05$ and the total population was 510 would enter as the following formula.

$$P=5/10 =0.5$$

$$Q=1-p=1-0.5=0.5$$

Where, p= is probability of success

Q= is probability of failure

The researcher would take the margin of error, d is 7% and significance level 0.05 then the formula used to calculate the sample size for the data is given by.

$$n_0 = \frac{(Z_{\frac{\alpha}{2}})^2 pq}{(D)^2} = \frac{(1.96)^2 (0.5)(0.5)}{(0.07)^2} = 196$$

z=standard normal deviation set as $(Z_{\frac{\alpha}{2}}) = 1.96$ for 0.05 level of significance.

If $n_0/N \leq 5\%$; we use $n \approx n_0$

If $n_0/N > 5\%$; we use $n = \frac{n_0}{1 + \frac{n_0}{N}}$

$196/510 = 0.384$, Hence, $38.4\% > 5\%$

$$n = \frac{n_0}{1 + \frac{n_0}{N}} = 142, \text{ Where } N=510$$

Therefore, determined sample size is =142

Where

N = total population

n= Determined Sample size

D = Margin of error

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure of the researcher would adopt in selecting items for the sample.

3.6. Data Collection Instrument

For this research questionnaire was prepared as data gathering instruments. Generally English would use as a medium of communication.

3.6.1. Questionnaire

Questionnaire is a document consists of questions and designed to claim information or gather valuable information for appropriate to analysis, and the fundamental purpose of a questionnaire is to collect valuable information which is connected to the problem under study (Tuckman, 1999).

The use of the questionnaire or a set of questions is a common process in the research. Findings are based on the answers gathered through different questions asked to the sample population. However, closed-ended and open-ended are prevalent types of research questions. Due to this fact the easiest nature for gathering and interpretation of closed ended questionnaires, the researcher was applied closed-ended type question, or the Likert scale types usually, there are 5 categories of response ranging from 1 = strongly agree, 2 = agree 3 = neutral 4= disagree and 5= strongly disagree type of response (Jamieson, 2004).

3.7. Procedure of Data Collection

The researcher would request support letters from Addis Ababa University, department of public administration and development management to start data gathering. The request letter would be submitted to the two branches of Addis Ababa Water and Sewerage Authority branches.

3.8. Ethical Consideration

When researchers, are used as study participants in a research investigation, care must be exercised that the rights of those individuals are protected (Polit & Hungler 1999; 1: 36) this research would be addressed the main issue of employee through the integrating of human resource management practice and employee commitment to work. The respondent participating in this study would be with their free and voluntary replay of the questionnaires and the participant identity would consider as confidential and respective. From participant the researcher would require their honest and accurate responses. The importance of this research would be academic purpose.

3.9. Methods of Data Analysis

3.9.1. Descriptive Statistics

Descriptive statistics deals with any methods or procedures used to organized and summarized masses of numerical data in to a meaningful form by using various statistical techniques such as frequency tables, averages mean, mode, variances etc.

3.9.2. Inferential Statistics

Inferential statistics induces the use of data from sample to make inferences about population from which sample are drawn. In other word, it is the set of methods used to generalize sample to population by performing hypothesis-testing, determining relationship among estimates of variables. After the collection of data, the research was organized and interprets systematically. The data would be analyzed through quantitative method for this quantitative analysis use numbers and percentages from questionnaires. The SPSS software would use **descriptive** statistics such as mean, median, mode, skewness, std.error skewness, kurtosis, std.error of kurtosis, and **explanatory** statistics such as correlation coefficient analysis. The method was used to test the relationship of human resource management practice and employee commitment to work. The respondents' data would be using statistically Package for Social Science (SPSS) version 21. Prior to inserting data in SPSS, the researcher would be employed manual system to edit, code, and classify the raw data. Also, the raw data would be reviewed manually to identify errors and omissions. After making sure the accuracy of the raw data, all data would be loaded in SPSS.

3.9.3. Chi-square Test

The Chi-square test: used to test the association between the dependent variable and the independent variables. The mathematical form of the chi-square used to test the independence of the attributes that are used in the study would be given by:

Where, $X^2 = \text{Chi-square}$

$E_{ij} = \frac{i^{\text{th}} \text{ row total} * j^{\text{th}} \text{ column total}}{N}$

O_{ij} is the observed class frequency

E_{ij} is expected class frequency

Hypothesis testing

Hypothesis is a statement about the value of population parameters. Hypothesis testing is procedure based on sample evidence and probability theory used to determine whether the hypothesis is a reasonable statement and should not be rejected or unreasonable and should be rejected. The hypothesis test of independence is states as follows.

Alternative hypothesis (H_1) and null hypothesis (H_0)

H_1 : at least one variable has association with employee commitment to work.

H_0 : there is no association between all variables and employee commitment to work.

3.10. Validity and Reliability

3.10.1. Validity

Validity test is important in standardizing the proposed measurement scale, and in demonstrating whether it truly measures what it is supposed to measure (Leedy and Ormrod, 2005). Thus, a series of steps was undertaken to check the validity and reliability of the quantitative data findings which is an important in the data analysis of various research methods that needs to be described. Accordingly, the content validity was checked through ensuring that the data collection instruments designed very carefully to include all the necessary questions related to answer the problem statement (Kothari, 2004).

The literature review was conducted and thoroughly examined to make sure that the content of measuring is relevant to the study. In order to ensure the validness of this study the instruments were checked and evaluated by professionals in the subject matter area.

3.10.2. Reliability

As Ayman, (2011), Cronbach Alpha is one of the commonly used indicators of the scale's internal consistency. Reliability statistics was used to confirm the reliability of the instrument. Preferably, the Cronbach Alpha coefficients of a scale should be above 0.7 is good. A reliability analyses was conducted to each variable and also to all variables excluding demographic variables of the instrument. The reliability of the measures was examined through the calculation of Cronbach's alpha coefficients. For scale acceptability, Hair et al. (2007) suggested that, Cronbach's alpha coefficient to construct is 0.6. If each domain obtains the value 0.6, this means, the items in each domain are understood by most of the respondents participated in the questionnaire. On the other hand, if the findings are far from the expected value of 0.6, this might be caused by respondents' different perception towards each item of the domain.

Table 3.1: Reliability Test measures indicators

Sub-variables of HRM practices	Items	Cronbach Alphaα
Employee compensation	3	0.778
Employee training and development	7	0.943
Employee performance management	5	0.881
Employee recruitment and selection	3	0.813
Employee health and safety	3	0.855
Employee relationship and management	3	0.865

Sources: Cronbach's alpha values (SPSS) test

The Cronbach's alpha values are reported as follows. Employee compensation Cronbach's alpha was 0.778, Employee training and development Cronbach's alpha was 0.943, the Cronbach's alpha for Employee performance management was at 0.881, Cronbach's alpha for Employee recruitment and selection was 0.813 and Cronbach's alpha for Employees Health and safety was 0.855, Employee relationship management Cronbach's alpha was 0.865, All the Cronbach's alpha values were greater than 0.6 and this indicates the items in each of the domains are well understood by the respondents.

In this reliability test involved the overall variables excluded of demographic variables.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.823	.840	24

Sources: Cronbach's alpha values (SPSS) test

In addition to six variables the overall variables of reliability statistics by Cronbach's alpha is 0.823 which is reliable.

CHAPTER FOUR

4. DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1. Introduction

This chapter includes the analysis, presentation, interpretation, and discussion of the data; it was compiled from questioners. In the first, descriptive statistics are presented and interpreted. In the second, the inferential statistics of the data would analyze and interpreted based upon the relationship between the independent and dependent variables.

4.2. Descriptive Summary of Statistics

Descriptive summary of statistics is one of statistical method used to summarize the data using mean, median, mode (frequency) and percentage.

Table 1: Descriptive summary of demographic variables

Variables	Category	Frequency	Percentage	Total
Sex	Female	58	40.8%	100%
	Male	84	59.2%	
Age	18-20	1	0.7%	100%
	21-30	65	45.8%	
	31-40	53	37.3%	
	41-50	17	12.0%	
	51-60	6	4.2%	
Marital status	Married	89	62.7%	
	Single	49	34.5%	
	Divorced	2	1.4%	100%
	Windowed	2	1.4%	
Education level	Less than 12	1	0.7%	100%
	Certified	1	0.7%	
	Diploma	13	9.2%	
	Degree	101	71.1%	
	Above Degree	26	18.3%	
Position	Manager	9	6.3%	
	Team leader	27	19.0%	
	Officer	74	52.1%	100%
	Technical	23	16.2%	
	Non-technical	7	4.9%	
	Missing	2	1.4%	
Total		142		

Sources: Research data

As table 1 above indicates that the background information's of respondents participated in the study. Gender or sex, age, marital status, educational qualification level, and current positions of the sample respondents are displayed in the table.

As shown on the table above, about 84 (59.2%) respondents are males and about 58 (40.8%) respondents are females. Regarding on age of respondents in the given interval are 21-30, 31-40, 41-50, 51-60 and 18-20 were about 65(45.8%), 53(37.3%), 17(12%), 6(4.2%), and 1(0.7%) respectively.

As well as about 89 (62.7%) respondents were married, and the remaining respondents are averaging about 53 (37.3%) are single, divorced and widowed. Considering the education level of respondents about 101 (71.1%) has degree and the remaining average 41(29.9%) have diploma, certified, less than 12 grade, &above degree holders.

Regarding the work positions of the respondents 74(52.1%) occupied officer (professionals) and the other positions where 68(47.9%) respondents hold team leader, technical workers, managerial positions, and non-technical workers.

NB: -The below variables are categories as 1-strongly agree, 2-agree, 3-neutral, 4-disagree and 5-strongly disagree which displays on the below table statistics such as mean, median, modes, skewness and kurtosis of summary statistics. From summary statistics modes are the most determinants of the given descriptive statistics, and most often respondent's choice or consensus from listed categories.

Employee Compensation

Table 2: Summary statistics on employee compensation variable

Statistics			
	Employee compensation salary is satisfactory	Employee compensation based on proper payment on time	Employee compensation incentives for commitment to work
Valid	142	140	140
Missing	0	2	2
Mean	2.74	2.42	3.27
Median	2.50	2.00	3.50
Mode	2	2	4
Skewness	.611	.927	-.305
Std. Error of Skewness	.203	.205	.205
Kurtosis	-.320	.335	-.801
Std. Error of Kurtosis	.404	.407	.407

Sources: Research data

The above table, 2 shows that descriptive summary of statistics on the variable of employee compensation and benefits. Most number of the respondents were almost has given feedback and/or responds to valuable response. Related to satisfaction of employee compensation salary, respondents most often choice two (2) which is agreed, as well as the same choice with proper payment of salary on time, while, the Authority in giving indirect incentives, enables to increase commitment to workers are not appreciated because most respondents were selected category level of four (4) that is disagree.

Employee Training and Development

Table 3: Descriptive summary statistics of employees training & development

Statistics							
	Employee training and development are satisfactory	Training is provides impartially & related to works	Skill and knowledge you attain from training is useful for current & future duties	After getting training you do your intended tasks efficiently and effectively	Have an opportunity for self-development in the Authority	Through training & development tackle the challenges of technological change	The authority is good place for growth & development of all employee
Valid N	142	140	142	142	140	142	142
Missing	0	2	0	0	2	0	0
Mean	3.05	2.88	2.51	2.42	2.63	2.36	3.08
Median	3.00	3.00	2.00	2.00	2.00	2.00	3.00
Mode	4	4	2	2	2	2	4
Skewness	-.230	-.053	.343	.303	.450	.452	-.109
Std. Error of Skewness	.203	.205	.203	.203	.205	.203	.203
Kurtosis	-.825	-1.179	-.903	-1.086	-.571	-.473	-1.063
Std. Error of Kurtosis	.404	.407	.404	.404	.407	.404	.404

Sources: Research data

According to respondents in the above table 3, related to satisfaction of training and development, training provides impartially and related to works, the Authority is good place for growth & development of all employees repeatedly consensus on disagree, while the remaining sub variables are frequently choice two (2) that is agree.

Employee Performance Management

Table 4: Descriptive summary statistics of employee performance management

		Statistics				
		Performance management is impartial	Performance management is properly implemented	Performance management employees gain feedback from their leaders	Clearly knowing Authorities vision, mission & objectives	Comprehensive human resource management strategies
N	Valid	139	138	139	141	139
	Missing	3	4	3	1	3
Mean		2.63	2.83	2.99	2.04	2.98
Median		2.00	3.00	3.00	2.00	3.00
Mode		2	2	2	2	2
Skewness		.639	.249	9.461	1.053	.366
Std. Error of Skewness		.206	.206	.206	.204	.206
Kurtosis		.056	-.612	103.177	.744	-.817
Std. Error of Kurtosis		.408	.410	.408	.406	.408

Sources: Research data

The above table, 4 indicates related to employment performance management with regard to achievement of the Authority the respondents reaches on agreement with performing their objectives properly. All the questions respond that shows agree (2) and neutral or unbiased.

Employee Recruitment and Selection

Table 5: Descriptive summary statistics of employee recruitment and selection

		Statistics		
		Suitable and effective for the achievement of expected goals	Employees has equal opportunities of they have similar qualification and experience	Smoothly flowing among the external job applicants for the given open vacancy
N	Valid	138	139	139
	Missing	4	3	3
Mean		2.59	2.87	2.68
Median		2.00	3.00	2.00
Mode		2	2	2
Skewness		.459	.226	.600
Std. Error of Skewness		.206	.206	.206
Kurtosis		-.694	-.893	-.096
Std. Error of Kurtosis		.410	.408	.408

Sources: Research data

As the above table5, shows respondents of the Authority fill their choice on variable of recruitment and selection. Accordingly, most respondents' selects number coded 2 which is mode (often frequently choices). Therefore, in the water and sewerage Authority there are employee recruitment and selection like suitability & effective for achievement of expected goals, equal opportunity of employees for the same qualification & experience as well as among the external applicants, overall this shows that, the employee to have commitment in their work at Addis Ketema and Mekanissa water and sewerage Authority branches.

Employee Health and Safety

Table 6: Descriptive summary statistics of employee health and safety

		Statistics		
		Authority creates comfortable working environment for employees	Safety and overall health of employee welfares are properly implemented	Employee has personal protective device on maintenance of technical service
N	Valid	141	141	141
	Missing	1	1	1
Mean		2.94	3.13	2.72
Median		3.00	3.00	3.00
Mode		3	4	2
Skewness		-.122	-.230	.134
Std. Error of Skewness		.204	.204	.204
Kurtosis		-.720	-.549	-.937
Std. Error of Kurtosis		.406	.406	.406

Sources: Research data

The table 6above, related to employee health and safety in the Authority varies responses from respondents in view of that the Authority are creating comfortable working environment was unbiased, related to personal protective device on maintenance of technical service they got this service, while properly implementing employee safety and overall health condition was the major concerns because, the respondent said that disagree or not supported by the HRM of the Authority.

Employee Relationship Management

Table 7: Descriptive summary statistics of employee relationship management

		Mutual relationship between supervisors and subordinates	Supervisors communicate openly with their subordinates	Mutual respect among employees
N	Valid	139	139	139
	Missing	3	3	3
Mean		2.48	2.64	2.26
Median		2.00	2.00	2.00
Mode		2	2	2
Skewness		.366	.656	.930
Std. Error of Skewness		.206	.206	.206
Kurtosis		-.270	-.260	1.230
Std. Error of Kurtosis		.408	.408	.408

Sources: Research data

In table 7, about three respondents have not response they considered as missing. While, about 139 respondents are who responded on employee relationship management variable, and accordingly, most respondents are satisfied/ good on mutual relationship between supervisors and subordinates, communication of supervisor and subordinates and mutual respects among employees. As mean and median give further information the two statistics averagely approaches to two which is most respondents averagely explains (2) that were agreed.

Correlation

The correlations between the variables are shown on appendix-B. According to the result a correlation between variables indicates that as one variable changes in value, the other variable tends to change in a specific direction. A correlation coefficient measures both the direction and the strength of this tendency to vary together.

- A positive correlation indicates that as one variable increases the other variable tends to increase.
- A correlation near to zero indicates that as there is no tendency between the variable, either increase or decrease.

- A negative correlation indicates that as one variable increases the other variable tends to decrease.

The correlation coefficient can range from -1 to 1. The extreme values of -1 and 1 indicate a perfectly linear relationship where a change in one variable is accompanied by a perfectly consistent change in the other. The most common type of correlation coefficient is Pearson's product moment and the other Likelihood Ratio correlations.

Pearson product moment and Likelihood Ratio correlations

The Pearson and Likelihood Ratio correlations evaluate the linear relationship between two variables. A relationship is linear when a change in one variable is associated with a proportional change in the other variable.

4.3 Inferential Statistics

4.3.1 Chi-square Statistics

Chi-square test is used to assess or describe whether there is association between two descriptive variables are associated or not. Here is chi-square test is used for the test of association (i.e. employee commitment to work with explanatory variables).

1. Employee compensation salary is satisfactory * with employee commitment to work and as pre-determined plans

Ho: employee compensation salary is satisfactory * with employee commitment to work and as pre-determined plans is not associated.

H₁: employee compensation salary is satisfactory * with employee commitment to work and as pre-determined plan is associated.

From the study results it was found that employee commitment to work and as pre-determined plans has association with employee compensation. Since the value of Pearson chi-square and likelihood ratio test 39.132 and 42.057 respectively with df 12 has $p=0.000 < \alpha=0.05$ then, this shows employee compensation salary is satisfactory and employee commitment to work as pre-determined plans are associated.

This can simply be seen from the below table.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.132 ^a	12	.000
Likelihood Ratio	42.057	12	.000
N of Valid Cases	139		

A. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .79.

Table 8: Employee compensation salary is satisfactory * employee commitment to work and as pre-determined plans

Crosstab

			Employee commitment to work and as pre-determined plans				Total
			Strongly agree	Agree	Neutral	Disagree	
Employee compensation salary is satisfactory	Strongly agree	Count	1	6	0	3	10
		% Within Employee compensation salary is satisfactory	10.0%	60.0%	0.0%	30.0%	100.0%
		% Within employee commitment to work and as pre-determined plans	3.0%	7.8%	0.0%	27.3%	7.2%
	Agree	Count	20	30	3	6	59
		% Within Employee compensation salary is satisfactory	33.9%	50.8%	5.1%	10.2%	100.0%
		% Within employee commitment to work and as pre-determined plans	60.6%	39.0%	16.7%	54.5%	42.4%
	Neutral	Count	3	24	11	0	38
		% Within Employee compensation salary is satisfactory	7.9%	63.2%	28.9%	0.0%	100.0%
		% Within employee commitment to work and as pre-determined plans	9.1%	31.2%	61.1%	0.0%	27.3%
	Disagree	Count	3	14	3	0	20
		% Within Employee compensation salary is satisfactory	15.0%	70.0%	15.0%	0.0%	100.0%
		% Within employee commitment to work and as pre-determined plans	9.1%	18.2%	16.7%	0.0%	14.4%
Strongly disagree	Count	6	3	1	2	12	
	% Within Employee compensation salary is satisfactory	50.0%	25.0%	8.3%	16.7%	100.0%	
	% Within employee commitment to work and as pre-determined plans	18.2%	3.9%	5.6%	18.2%	8.6%	
Total	Count	33	77	18	11	139	
	% Within Employee compensation salary is satisfactory	23.7%	55.4%	12.9%	7.9%	100.0%	
	% Within employee commitment to work and as pre-determined plans	100.0%	100.0%	100.0%	100.0%	100.0%	

Sources: Research data

From the above crosstabs of table about 77 (55.4%) respondents are agreed in employee commitment to work and as pre-determined plans, from responded employees of the Authority, and within the employee compensation about 59(42.4%) respondents are agreed on salary is satisfactory in the Authority.

2. Employee training and development is satisfactory * with employee commitment to work and as pre-determined plans

Ho: employee training and development is satisfactory * with employee commitment to work and as pre-determined plans is not associated.

H₁: employee training and development is satisfactory * with employee commitment to work and as pre-determined plans is associated.

From the study results it was found that employee commitment to work and as pre-determined plans has associations or employee training and development was satisfactory. Since the value of Pearson chi-square and likelihood ratio test 33.781 and 34.386 respectively with df 12 has $p=0.001$ is less than $\alpha=0.05$ then, it shows that employee training and development were satisfactory and employee commitment to work as pre-determined plans was associated.

This can simply be seen from the below table.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.781	12	.001
Likelihood Ratio	34.386	12	.001
N of Valid Cases	139		

A. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .40.

Table 9: Employee training and development are satisfactory * employee commitment to work and as pre-determined plans

Crosstab

		employee commitment to work and as pre-determined plans				Total	
		Strongly agree	Agree	Neutral	Disagree		
Employee training and development are satisfactory	Strongly agree	Count	4	2	1	1	8
		% Within Employee training and development are satisfactory	50.0%	25.0%	12.5%	12.5%	100.0%
		% Within employee commitment to work and as pre-determined plans	12.1%	2.6%	5.6%	9.1%	5.8%
	Agree	Count	10	19	4	3	36
		% Within Employee training and development are satisfactory	27.8%	52.8%	11.1%	8.3%	100.0%
		% Within employee commitment to work and as pre-determined plans	30.3%	24.7%	22.2%	27.3%	25.9%
	Neutral	Count	11	13	12	3	39
		% Within Employee training and development are satisfactory	28.2%	33.3%	30.8%	7.7%	100.0%
		% Within employee commitment to work and as pre-determined plans	33.3%	16.9%	66.7%	27.3%	28.1%
	Disagree	Count	6	41	1	3	51
% Within Employee training and development are satisfactory		11.8%	80.4%	2.0%	5.9%	100.0%	
% Within employee commitment to work and as pre-determined plans		18.2%	53.2%	5.6%	27.3%	36.7%	
Strongly disagree	Count	2	2	0	1	5	
	% Within Employee training and development are satisfactory	40.0%	40.0%	0.0%	20.0%	100.0%	
	% Within employee commitment to work and as pre-determined plans	6.1%	2.6%	0.0%	9.1%	3.6%	
Total	Count	33	77	18	11	139	
	% Within Employee training and development are satisfactory	23.7%	55.4%	12.9%	7.9%	100.0%	
	% Within a employee commitment to work and as pre-determined plans	100.0%	100.0%	100.0%	100.0%	100.0%	

Sources: Research data

From the above crosstabs of table about 77 (55.4%) respondents are agreed for commitment to work and as pre-determined plans at Addissketema and Mekanisa water and sewerage Authority branches and within the employee training and development about 51(36.7%) respondents are

disagreed with employee training and development or in other word T&D were not satisfactory in the Authority.

3. Performance management is properly implemented * with employee commitment to work and as pre-determined plans

Ho: performance management is properly implemented * with employee commitment to work as pre-determined plans is not associated.

H₁: performance management is properly implemented * with employee commitment to work and as pre-determined plans is associated.

From the study results it was found that employee commitment to work and as pre-determined plans has associations between performance management is properly implemented. Since the value of Pearson chi-square and likelihood ratio test 29.966 and 30.094 respectively with df 12 has $p=0.003$ is less than $\alpha=0.05$ then it shows that performance management is properly implemented employee commitment to work and as pre-determined plans is associated.

This can simply be seen from the below table.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.966 ^a	12	.003
Likelihood Ratio	30.094	12	.003
N of Valid Cases	136		

A. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .

Table 10: Performance management is properly implemented * with employee commitment to work and as pre-determined plans

Crosstab

		Employee commitment to work and as pre-determined plans				Total	
		Strongly agree	Agree	Neutral	Disagree		
Performance management is properly implemented	Strongly agree	Count	0	5	3	0	8
		% Performance management is properly implemented	0.0%	62.5%	37.5%	0.0%	100.0%
	Agree	% within employee commitment to work and as pre-determined plans	0.0%	6.7%	16.7%	0.0%	5.9%
		Count	8	33	4	3	48
	Neutral	% Performance management is properly implemented	16.7%	68.8%	8.3%	6.2%	100.0%
		% within employee commitment to work and as pre-determined plans	25.0%	44.0%	22.2%	27.3%	35.3%
	Disagree	Count	11	18	10	4	43
		% Performance management is properly implemented	25.6%	41.9%	23.3%	9.3%	100.0%
	Strongly disagree	% Within employee commitment to work and as pre-determined plans	34.4%	24.0%	55.6%	36.4%	31.6%
		Count	8	18	1	4	31
Total	% Performance management is properly implemented	25.8%	58.1%	3.2%	12.9%	100.0%	
	% Within employee commitment to work and as pre-determined plans	25.0%	24.0%	5.6%	36.4%	22.8%	
Total	Count	5	1	0	0	6	
	% Performance management is properly implemented	83.3%	16.7%	0.0%	0.0%	100.0%	
Total	% Within Providing service with quality and as pre-determined plans	15.6%	1.3%	0.0%	0.0%	4.4%	
	Count	32	75	18	11	136	
Total	% Performance management is properly implemented	23.5%	55.1%	13.2%	8.1%	100.0%	
	% Within employee commitment to work and as pre-determined plans	100.0%	100.0%	100.0%	100.0%	100.0%	

Source: Research data

As in the above crosstabs of table about 75 (55.1%) respondents are agreed in employee commitment to work and as pre-determined plans at Addis Ketema and Mekanisa water and

sewerage Authority branches in the employee performance management about 48(35.5%) respondents are agreed with the management in Authority are properly implemented.

4. Employee recruitment and selection is properly implemented *with employee commitment to work and as pre- determined plans

Ho: Suitable and effective for the achievement of expected goals *with employee commitment to work and as pre-determined plans is not associated.

H₁: Suitable and effective for the achievement of expected goals *with employee commitment to work and as pre-determined plans is associated.

From the study results it was found that employee commitment to work and as pre-determined plans has associations with suitable and effective for the achievement of expected goals. Since the value of Pearson chi-square and likelihood ratio test 26.508 and 29.931 respectively with df 12 has $p=0.009$ and 0.003 is less than $\alpha=0.05$ then it shows that employee recruitment & selection was association with employee commitment to work and as pre-determined plans.

This can simply be seen from the below table.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.508 ^a	12	.009
Likelihood Ratio	29.931	12	.003
N of Valid Cases	136		

A. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .73.

Table 11: Suitable and effective for the achievement of expected goals * with employee commitment to work and as pre-determined plans

			employee commitment to work and as pre-determined plans				Total
			Strongly agree	Agree	Neutral	Disagree	
Suitable and effective for the achievement of expected goals	Strongly agree	Count	9	11	1	0	21
		% Suitable and effective for the achievement of expected goals	42.9%	52.4%	4.8%	0.0%	100.0%
		% Within employee commitment to work and as pre-determined plans	28.1%	14.7%	5.6%	0.0%	15.4%
	Agree	Count	5	33	12	4	54
		% Suitable and effective for the achievement of expected goals	9.3%	61.1%	22.2%	7.4%	100.0%
		% Within employee commitment to work and as pre-determined plans	15.6%	44.0%	66.7%	36.4%	39.7%
	Neutral	Count	9	13	1	4	27
		% Suitable and effective for the achievement of expected goals	33.3%	48.1%	3.7%	14.8%	100.0%
		% Within employee commitment to work and as pre-determined plans	28.1%	17.3%	5.6%	36.4%	19.9%
	Disagree	Count	4	14	4	3	25
		% Suitable and effective for the achievement of expected goals	16.0%	56.0%	16.0%	12.0%	100.0%
		% Within employee commitment to work and as pre-determined plans	12.5%	18.7%	22.2%	27.3%	18.4%
Strongly disagree	Count	5	4	0	0	9	
	% Suitable and effective for the achievement of expected goals	55.6%	44.4%	0.0%	0.0%	100.0%	
	% Within employee commitment to work and as pre-determined plans	15.6%	5.3%	0.0%	0.0%	6.6%	
Total	Count	32	75	18	11	136	
	% Suitable and effective for the achievement of expected goals	23.5%	55.1%	13.2%	8.1%	100.0%	
	% Within employee commitment to work and as pre-determined plans	100.0%	100.0%	100.0%	100.0%	100.0%	

Sources: Research data

Crosstabs of table above indicate that about 75 (55.1%) respondents are agreed in employee commitment to work and as pre-determined plans at Addis Ketema and Mekanissa water and sewerage Authority branches and suitable & effective for the achievement of expected goals about 54(39.7%) and 27(19.9%) respondents are reaction with agreed and neutral respectively.

So, in the Authority the respondent are agree and unbiased on the issue of recruitment and selection.

5. Authority creates comfortable working environment for employees * with employee commitment to work and as pre-determined plans

Ho: Authority creates comfortable working environment for employees * with employee commitment to work and as pre-determined plans is not associated.

H₁: Authority creates comfortable working environment for employees * employee commitment to work and as pre-determined plans is associated.

From the study results it was found that employee commitment to work and as pre-determined plans has not associations in the Authorities creates comfortable working environment for employees. Since the value of Pearson chi-square and likelihood ratio test 15.785 and 17.296 respectively with df 12 has p=0.201 and 0.139 is greater than $\alpha=0.05$. This shows that Authority creates comfortable working environment for employees and employee commitment to work was not associated.

This can simply be seen from the below table.

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.785	12	.201
Likelihood Ratio	17.296	12	.139
N of Valid Cases	139		

A. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .47.

Table 12: Creates comfortable working environment for employees * with employee commitment to work and as pre-determined plans

Crosstab

		employee commitment to work and as pre-determined plans				Total	
		Strongly agree	Agree	Neutral	Disagree		
Authority creates comfortable working environment for employees	Strongly agree	Count	2	6	3	1	12
		% Authority creates comfortable working environment for employees	16.7%	50.0%	25.0%	8.3%	100.0%
		% Within employee commitment to work and as pre-determined plans	6.1%	7.8%	16.7%	9.1%	8.6%
	Agree	Count	10	18	1	6	35
		% Within Authority creates comfortable working environment for employees	28.6%	51.4%	2.9%	17.1%	100.0%
		% Within employee commitment to work and as pre-determined plans	30.3%	23.4%	5.6%	54.5%	25.2%
	Neutral	Count	10	24	10	1	45
		% Authority creates comfortable working environment for employees	22.2%	53.3%	22.2%	2.2%	100.0%
		% Within employee commitment to work and as pre-determined plans	30.3%	31.2%	55.6%	9.1%	32.4%
	Disagree	Count	9	25	4	3	41
		% Authority creates comfortable working environment for employees	22.0%	61.0%	9.8%	7.3%	100.0%
		% Within employee commitment to work and as pre-determined plans	27.3%	32.5%	22.2%	27.3%	29.5%
Strongly disagree	Count	2	4	0	0	6	
	% Authority creates comfortable working environment for employees	33.3%	66.7%	0.0%	0.0%	100.0%	
	% Within employee commitment to work and as pre-determined plans	6.1%	5.2%	0.0%	0.0%	4.3%	
Total	Count	33	77	18	11	139	
	% Authority creates comfortable working environment for employees	23.7%	55.4%	12.9%	7.9%	100.0%	
	% Within employee commitment to work and as pre-determined plans	100.0%	100.0%	100.0%	100.0%	100.0%	

Sources: Research data

As in the above crosstabs of table about 77 (55.4%) respondents were not agreed in employee commitment to work and as pre-determined plans in Addis Ketema and Mekanisa water and sewerage Authority branches and about 45(32.4%) respondents are neutral within the Authority creates comfortable working environment for employees.

6. Mutual relationship between supervisors and subordinates * with employee commitment to work and as pre-determined plans

H₀: mutual relationship between supervisors and subordinates *with employee commitment to work and as pre-determined plans is not associated.

H₁: mutual relationship between supervisors and subordinates * with employee commitment to work and as pre-determined plans is associated.

From the study results it was found that this can simply be seen from the below table. Employee commitment to work and as pre-determined plans has associations with mutual relationship between supervisors and subordinates. Since the value of Pearson chi-square and likelihood ratio test 21.864 and 21.399 respectively with df 12 has $p=0.039$ and 0.045 is less than $\alpha=0.05$ then, this shows that employee relationship management has relationship with employee commitment to work and as pre-determined plans is associated.

This can simply be seen from the below table.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.864 ^a	12	.039
Likelihood Ratio	21.399	12	.045
N of Valid Cases	139		

A. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .16.

Table 13: Mutual relationship between supervisors and subordinates* employee commitment to work and as pre-determined plans.

Crosstab

			Employee commitment to work and as pre-determined plans				Total
			Strongly agree	Agree	Neutral	Disagree	
Mutual relationship between supervisors and subordinates	Strongly agree	Count	8	7	2	0	17
		% Mutual relationship between supervisors and subordinates	47.1%	41.2%	11.8%	0.0%	100.0%
	Agree	% Within employee commitment to work and as pre-determined plans	24.2%	9.1%	11.1%	0.0%	12.2%
		Count	11	40	4	5	60
		% Mutual relationship between supervisors and subordinates	18.3%	66.7%	6.7%	8.3%	100.0%
Neutral	% Within employee commitment to work and as pre-determined plans	33.3%	51.9%	22.2%	45.5%	43.2%	
	Count	9	19	10	4	42	
Disagree	% Mutual relationship between supervisors and subordinates	21.4%	45.2%	23.8%	9.5%	100.0%	
	% Within employee commitment to work and as pre-determined plans	27.3%	24.7%	55.6%	36.4%	30.2%	
Strongly disagree	Count	3	11	2	2	18	
	% Mutual relationship between supervisors and subordinates	16.7%	61.1%	11.1%	11.1%	100.0%	
Total		% Within Employee commitment to work and as pre-determined plans	9.1%	14.3%	11.1%	18.2%	12.9%
		Count	2	0	0	0	2
Total		% Mutual relationship between supervisors and subordinates	100.0%	0.0%	0.0%	0.0%	100.0%
		% Within Employee commitment to work and as pre-determined plans	6.1%	0.0%	0.0%	0.0%	1.4%
Total		Count	33	77	18	11	139
		% Mutual relationship between supervisors and subordinates	23.7%	55.4%	12.9%	7.9%	100.0%
Total		% Within Employee commitment to work and as pre-determined plans	100%	100%	100%	100%	100%

Sources: Research data

In the above crosstabs of table about 77 (55.4%) respondents are agreed in employee commitment to work and as pre-determined plans of employee commitment to work in Addis Ketema and Mekanisa water and sewerage Authority branches have mutual relationship between supervisors & subordinates about 60(43.2%) and 42(30.2%) respondents are reaction with agreed and neutral respectively within the mutual relationship between supervisors & subordinates.

CHAPTER FIVE

5. MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Major Findings of the Study

The general objective of the study was to examine the relationship between human resource management practice and employee commitment to work at Addis Ketema and Mekanisa branches of water and sewerage Authority. In this study (employee) compensation and benefit, training and development, performance management, recruitment and selection, health and safety, and employee relationship management were considered as independent variables and employee commitment to work was considered as a dependent variable.

Accordingly, this study comes up with the following major findings.

- Regarding with the compensation and benefit the respondent in the Authority was satisfied, rather than indirect incentives for enhancing employee commitment to work. From the descriptive statistics mode result show disagree (4). So, it impels that further explanation and practice is needed for offering indirect incentives, which helps to improve an employee commitment to work.
- One of the most important practices of human resources management is training and development in any organization. Training has the objectives of enhancing employee's current expertise to know how to familiarize the existing or the new work. And development has also long-term educational process and it helps to know theoretical and conceptual knowledge for general purpose. In the Authorities, the employee responds that the Authorities were not good place for growth and development because, they choice (4) disagree, and the rest agree. Because of this information the Authorities needed improving training and development practices, and it helps for employee commitment to work.
- Regarding performance management practices it requires consistent managing attention.

From the descriptive statistics mode result show (2) agree and the inferential statistics $p=0.003 < \alpha=0.05$, then it could interpreted as employee performance management and employee commitment to work has relationships. Hence, the Authorities must stay this strong practice.

- Regarding employee recruitment and selection the respondent in the Authority were agreed on the given questions, and supported through, inferential statistics $p=0.0035 < \alpha= 0.05$. It interpreted as have relationship between employee recruitment and selection and employee commitment to work. Hence, the Authorities must continuously practice its strong action.
- In the Authorities employee overall health and safety welfare from the descriptive statistics mode result show disagree (4). And it also supported by the inferential statistics $p=0.21$ and $0.139 > \alpha = 0.05$, it was interpreted as not have the relationship between the Authorities overall health and safety and employee commitment to work. However, the Authority needs additional health and safety equipment's or protective materials and as well as moral keeping through creating green environments.
- ERM from the descriptive response all questions are agree (2), and the inferential statistics $p= 0.039$ and $0.045 < \alpha= 0.05$ it was interpreted as in the Authorities employee relationship management have association of employee commitment to work.

5.2 Conclusion

The purpose of this study was to show the relationship between human resource management practice and employee commitment to work at Addisketema and Mekanisa water and sewerage Authority branches, from which the researcher drawing the following conclusions.

In this study from total population of 510 applied as sample size only 142 respondents. The data was analyzed through, percentages, mean, median, mode (frequencies) and test by the Pearson chi-square and Likelihood ratio correlations using SPSS. The data was presented using tables. Respondents were having different educational background, age group, gender, and positions. The variables in this study would be summarized as descriptively as well as with some inferential statistics. According to the results obtained in this study correlation between the variables indicate that, some have relations and the rest have not associations. This correlation coefficient measures both the direction and the strength of tendency to vary together.

- Accordingly, employee compensation includes payments like salary and wages and in addition to these incentives and recognitions also involved. From which, employee incentives help for commitment to work were not agreeable.
- Employee training is the responsibility of the Authority. Whereas, employee development is a shared responsibility of management and the individual employees, and here the responsibility of management is to provide the right resources and an environment that supports the growth and development needs of the individual employees. Because skill and knowledge attain from training is useful for current & future duties, after getting that training to accomplish an intended tasks efficiently and effectively. But, satisfaction of employee training and development, training provides impartially & related to works and the growth & development of all employees in the Authorities were not good place.
- Effective employee performance management is essential to any public institutions and in the water and sewerage Authorities, businesses activities and other organizations. It helps them align their employees, resources, and systems to meet their strategic objectives. From the respondent in the Authority it was agreeable.

- The recruitment and selection is the process of identifying the need for a job, defining the requirements of the position and the job holder, publicity the position and choosing the most appropriate person for the job. Undertaking this process is one of the main objectives of human resource management practice were good in the Authorities.
- Employee health and safety, overall welfare were not good place in Adissketema and Mekanissa water and sewerage Authority branches.
- And employee relationship management in Adissketema and Mekanissa water and sewerage Authority branches were good it stands from the employee responses.

5.3 Recommendation

Based on the major findings of the study and objective of this study the researcher stands the following recommendations.

- Human resource is the engines of the rest resources, such as technological resources, physical resources and financial resources. Hence, human resource management practices are the primary options for properly utilizing the other resources and it helps to achieving different organizational goals.
- In the Authority compensation and benefit is one of the human resources management practices. It plays an important role for the employer and the employee. For the employer it is an instrument of attracting, developing, promoting, and motivating the employees and getting effective results from employee contributions. For the employees it is the main sources of income and determinants of his/her living standards as well as his/her status in the society. However, in the Authority the employee responds that salary was agreeable, but indirect incentives was poorly implemented. So, the Human resources department should address indirect incentives for the employees their work in the Authorities.
- Employee training and development are the main area for employee productivity. In this sense, training helps for the employee's current task performing. Whereas development includes different aspects and have long- term benefits. Under this variable the respondent responds that partially they agree, but the rest were in the reverse. Through, these references the Authorities should update training and development program decisions and actions.
- Effective employee performance management helps to build trust and inspire or initiate the employee commitment to work. In the Authority the employee responds to agreeable. Hence, the Authority managers should keep it in the future also.
- The employee strictly needs good health and moral. From the employee respond that in the Authority health and welfare were not enough. So, the Authorities should ensure and improve employee health and safety activities.

- Recruitment and selection are the most important and essential process that must be considered as attracting and hiring the qualified person at the right time and place. Based on the information from the respondent, in the Authorities does not stand problems, accordance to internal and external recruitment and selection. So, the Authority must continuously implement such like practices for long time employee commitment.
- Mutual relationship between management and employees i.e. coordination must have good, good filling in working environment of employees etc. to make a better change on the employee commitment to work, and it also strongly recommends that, employees and managers must have good relationship and coordination.

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APPENDICES

APPENDIX A

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

Questionnaires

The following questionnaires are prepared to collect data about the relationship between human resource management and employee commitment to work in the case of Addis Ketema and Mekanissa water and sewerage Authority branches. The data would collect for the purpose of analysis of the study and these are confidential. These questionnaires contains two parts the first part contains questions regarding to demographic information of the respondents and the second part contains questions most from the independent variables of HRM practice and little questions from dependent variable of Quality water service delivery at the study area to respond from an engaged employees of the Authority. You are not necessary to write your name make the given signs (√) for your choice thank you for your cooperation.

Part I: Demographic Information of the Respondents

1. Gender

Male Female

2. Age

18-20 21-30 31-40 41-50 51-60 61 and above

3. Marital status Married Single Divorced Widowed

4. Education level

From 1-12 Certificate Diploma First Degree

Degree and above

5. Position

Manager Process owner Sub-process owner Team leader

Officer Technical Non- technical

Part II: Questionnaires regarding to the relationship between human resource management practice and employee commitment to work.

No		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Employee compensation					
1	Your salary is satisfactory for your position and contribution.					
2	The Authority properly pays your salary and benefits on your agreed time.					
3	The Authority gives you, indirect incentives, enables to increase your commitment to work.					
	Employee Training and Development					
1	Training and development are satisfactory in your Authority.					
2	Training is providing impartially, and it is related to your works.					
3	Skill and knowledge you attain from training is useful for current and future duties.					
4	After getting training you do your intended tasks efficiently and effectively.					
5	You have an opportunity for self-development in the Authority.					
6	Through training and development tackle the challenges of technological change.					
7	The Authority is a good place for growth and development of all employees.					
	Employee Performance Management					
1	Performance management is impartial.					
2	Performance management is properly implemented.					
3	Through, performance management employees gain feedback from their leaders.					
4	You know clearly the Authorities vision, mission and objectives, it helps to good performance.					
5	In your Authority comprehensively develop human resource management strategies.					
	Employee recruitment and Selection					
1	Recruitment and selection method is suitable and effective for the achievement of expected goals.					
2	In Internal recruitment, the employee has equal opportunities of they have similar qualification and experience.					
3	In this Authority communication is smoothly flowing among the external job applicants for the given open vacancy.					
	Employee health and Safety					
1	The Authority creates comfortable working environment for employees.					
2	In your Authority health, safety and overall employee welfares are properly implemented.					
3	The employee in this Authority has personal protective device, if they work on the maintenance of water and sewerage technical service.					
	Employee relationship management					
1	There is a mutual relationship between supervisors and subordinates.					
2	Supervisors communicate openly with their subordinates.					
3	There is a mutual respect among employees.					

Thank you for your kind cooperation!

APPENDIX B

CORRELATION OF SELECTED VARIABLES

		Correlations											
		Employee compensation salary is satisfactory	Employee capacity building opportunities	Employee training and development are satisfactory	Performance management is properly implemented	Suitable and effective for the achievement of expected goals	Authority creates comfortable working environment for employees	Performance appraisal of authority is fair	Mutual relationship between supervisors and subordinates	For technicians, physical facilities & self-maintenance equipments are available	Give caring attention to the quality service delivery of water	Trustworthiness for provision of quality service delivery at expected level	Always willing and ready to provide quality service
Employee compensation salary is satisfactory	Pearson Correlation	1	0.163	.239**	.294**	0.145	.278**	0.131	0.058	.202*	0.088	-.173*	0.012
	Sig. (2-tailed)		0.053	0.004	0	0.09	0.001	0.121	0.498	0.017	0.3	0.042	0.893
	N	142	142	142	138	138	141	141	139	139	139	139	139
Employee capacity building opportunities	Pearson Correlation	0.163	1	.173*	0.065	0.157	0.052	.266**	0.051	.259**	0.003	0.024	-0.13
	Sig. (2-tailed)	0.053		0.039	0.447	0.065	0.544	0.001	0.554	0.002	0.971	0.779	0.127
	N	142	142	142	138	138	141	141	139	139	139	139	139
Employee training and development are satisfactory	Pearson Correlation	.239**	.173*	1	.229**	.179*	.306**	-0.06	-0.136	-0.082	-0.055	0.046	-0.056
	Sig. (2-tailed)	0.004	0.039		0.007	0.036	0	0.48	0.109	0.339	0.52	0.594	0.513
	N	142	142	142	138	138	141	141	139	139	139	139	139
Performance management is properly implemented	Pearson Correlation	.294**	0.065	.229**	1	0.125	.410**	.170*	0.139	0.036	-0.112	-0.076	-0.068
	Sig. (2-tailed)	0	0.447	0.007		0.145	0	0.046	0.106	0.676	0.196	0.381	0.432
	N	138	138	138	138	138	138	138	136	136	136	136	136
Suitable and effective for the achievement of expected goals	Pearson Correlation	0.145	0.157	.179*	0.125	1	.204*	.219**	.207*	0.094	-0.033	-0.019	-0.134
	Sig. (2-tailed)	0.09	0.065	0.036	0.145		0.016	0.01	0.016	0.277	0.707	0.83	0.121
	N	138	138	138	138	138	138	138	136	136	136	136	136
Authority creates comfortable working environment for employees	Pearson Correlation	.278**	0.052	.306**	.410**	.204*	1	.281**	.380**	-0.027	0.021	0.053	-0.048
	Sig. (2-tailed)	0.001	0.544	0	0	0.016		0.001	0	0.756	0.807	0.532	0.579
	N	141	141	141	138	138	141	141	139	139	139	139	139
Performance appraisal of authority is fair	Pearson Correlation	0.131	.266**	-0.06	.170*	.219**	.281**	1	.460**	-0.003	0.016	-.178*	0.043
	Sig. (2-tailed)	0.121	0.001	0.48	0.046	0.01	0.001		0	0.973	0.848	0.036	0.618
	N	141	141	141	138	138	141	141	139	139	139	139	139
Mutual relationship between supervisors and subordinates	Pearson Correlation	0.058	0.051	-0.136	0.139	.207*	.380**	.460**	1	0.095	0.135	.195*	-0.018
	Sig. (2-tailed)	0.498	0.554	0.109	0.106	0.016	0	0		0.266	0.113	0.022	0.83
	N	139	139	139	136	136	139	139	139	139	139	139	139

** Correlation is a significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)